

GENERAL MANAGEMENT EVALUATION RECOMMENDATION TRACKING SYSTEM				
Worksheet Title:	Recommendation:	Assigned To:	Action Taken:	Date Taken:
Filed Office Organization Structure	Conduct an organizational review to evaluate the BLM-Nevada field office substructure. Consider current and anticipated workload and workforce changes and limits on the availability of certain skills in the organizational review.	Dennis Williamson	A discussion of this recommendation was conducted at the June 2005 SLT meeting. A decision was reached to conduct a thorough review by all SLT members. A follow-up meeting was held on 15 December, an updated Target Table of Organization is due on January 31, 2006 which will be coupled with the workforce planning efforts scheduled to be completed in April 2006.	In Process
Filed Office Organization Structure	Take appropriate action to improve organization effectiveness, supervision (including span of control) and accountability.	Dennis Williamson/ Gail Givens	A discussion of this recommendation was conducted at the June 2005 SLT meeting. A decision was reached to conduct a thorough review by all SLT members. A follow-up meeting was held on 15 December, an updated Target Table of Organization is due on January 31, 2006 which will be coupled with the workforce planning efforts scheduled to be completed in April 2006.	In Process
Filed Office Organization Structure	Define the roles and expectations of subordinate supervisors under the Assistant Field Manager level, including leads and deputy assistant field managers.	Dennis Williamson/ Gail Givens	The recommendation was discussed and detailed handouts were distributed to all attendees of the June 2005 SLT meeting for distribution to their organization.	Jun 2005 Completed
State Office Division of Resources Organization Structure	Conduct an organization review of the BLM-Nevada Division of Resources, Lands, and Planning. Consider current and anticipated workload and workforce changes in the organizational review.	Meg Jensen	NV-930 will transition to a two-branch structure, the Branch of Non-Renewable Resources and the Branch of Renewable Resources.	Jun 2005 Completed
State Office Division of Resources Organization Structure	Take appropriate action to improve organization effectiveness, supervision (including span of control) and accountability.	Meg Jensen	NV-930 will transition to a two-branch structure, the Branch of Non-Renewable Resources and the Branch of Renewable Resources.	Jun 2005 Completed
State Office Division of Resources Organization Structure	Define the roles and responsibilities, duties, expectations and priorities of the program leads within the Division.	State Office DSDs	A model roles and responsibilities statement has been established and efforts will begin to modify it for use by the Division of Resources.	In Process
State Office Division of Resources Organization Structure	Assess the travel schedule and external demands placed on the DSD and Assistant DSD to ensure sufficient management oversight and support for program leads within the Division.	Meg Jensen	DSD travel has been significantly reduced.	Jul 2005 Completed
State Office Division of Support Services Organization Structure	Clearly articulate to employees how the new organizational structure within the BLM-Nevada Division of Support Services meets the State Director's goal of providing high quality customer service.	Bob Scruggs	The Division Leadership Team meet in early December to develop a draft vision statement for the Division of Support Services. An all Division Meeting is scheduled for January 11, 2006, to discuss with all Division employees the vision for the Division. Customer Service is the corner stone of the vision.	In Process
State Office Division of Support Services Organization Structure	Evaluate the new organizational structure to determine the effectiveness of working relationships, clarity of roles and responsibilities, level of customer services, and adequacy of supervisory span of control. Involve employees in the evaluation to ensure the structure is meeting their needs as well as the overall effectiveness of the Division.	Bob Scruggs	In June, a Target table of Organization was developed to address organizational needs consistent with current and future budgets. This process is on-going with an update scheduled for completion by January 31, 2006. Clarity of roles has been addressed by updating position descriptions and one-on-one meetings with employees.	In Process
State Office Division of Support Services Organization Structure	Assess the need for clearly defined leadership for the Branch of Geographic Services, Geographic Science Section.	Bob Scruggs	The Branch of Geographic Sciences submitted a reorganization plan that addressed leadership positions within the Branch. The plan was approved and is currently being implemented. All vacant leadership positions should be filled by March, 2006.	In Process
Leadership Opportunities	Continually reinforce the BLM- Nevada vision, mission, and values internally and externally. Articulate the need for all employees to work collectively in a positive manner despite the heavy workload demands and intense political pressures.	Juan Palma/ Dennis Williamson	A discussion of this recommendation was conducted at the June & November 2005 SLT meetings. This recommendation is a key component of the leadership training scheduled for each Field Office and the State Office in February through March 2006.	In Process

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Leadership Opportunities	Evaluate how work at both a strategic and tactical level and articulate to the workforce a strong message that the leadership structure, focus, and energy will carry the state forward regardless of challenges and changes they face.	Juan Palma/ Dennis Williamson	A discussion of this recommendation was conducted at the June & November 2005 SLT meetings. This recommendation is a key component of the leadership training scheduled for each Field Office and the State Office in February through March 2006.	In Process
Leadership Opportunities	Broaden efforts to work across jurisdictional boundaries in addressing skill needs, workload demands, and leveraging capacity.	Juan Palma/ DennisWilliamson	A discussion of this recommendation was conducted at the June 2005 SLT meeting. A decision was reached to conduct a thorough review by all SLT members. A follow-up meeting was held on 15 December, an updated Target Table of Organization is due on January 31, 2006 which will be coupled with the workforce planning efforts scheduled to be completed in April 2006.	In Process
Leadership Opportunities	Emphasize the need to develop leadership skills at all levels of the organization with an emphasis on skills critical to Nevada such as communications building coalitions, leading change, and leading people.	Dennis Williamson	This recommendation has been a topic of discussion at our Table of Organization meetings and will be a topic during our scheduled leadership training for all BLM NV permanent Managers and Supervisors in February through March 2006.	In Process
Awards	Ensure that BLM-Nevada is managing the awards program consistently and fairly across the state; and, ensure that awards are used only for the purpose of acknowledging contributions that led to achievement of organizational, team or individual results.	Dennis Williamson	Data reviewed and Discussions at the June 2005 SLT meeting determined that awards are being distributed fairly.	Jun 2005 Completed
Awards	Evaluate the last two fiscal years of awards to ensure that Nevada BLM is appropriately managing its awards program. If necessary, develop guidance forwards, and/ or establish an additional review process.	Dennis Williamson	Five years of data were reviewed and presented to the SLT at the June 2005 meeting. The SLT decided to maintain local controls of the awards program. No Awards Board will be established at this time. We plan to review updated data annually to monitor trends.	Jun 2005 Completed
Awards	Encourage managers to examine awards at the beginning of the fiscal year considering the program of work (anticipating major accomplishments), training and other high priority needs for the office	Dennis Williamson	At the June 2005 meeting, the SLT decided not to place a hard ceiling on the total percentage of awards, rather the Field Managers would review awards for appropriateness.	Jun 2005 Completed
Priority Articulation and Implementation	Agree on and articulate top BLM- Nevada priorities to all employees (State Leadership Team). Articulate priorities often and through a variety of media including internal electronic messages, public announcements, awards, all employee meetings, posters, etc.	Amy Lueders/ Jo Simpson	We are developing an internal communications plan to convey to employees the national and state priorities, to which field offices can develop a local communication plan tiered from the national and state priorities.I plan to enlist the field office PAOs to work with their management teams to develop the field office component of the communications plan.	In Process
Priority Articulation and Implementation	Tier specific state and field office priorities to national priorities (State Leadership Team).	Amy Lueders/ Jo Simpson	We are developing an internal communications plan to convey to employees the national and state priorities, to which field offices can develop a local communication plan tiered from the national and state priorities.I plan to enlist the field office PAOs to work with their management teams to develop the field office component of the communications plan.	In Process
Priority Articulation and Implementation	Tier specific program priorities to the sate priorities (State Office Program Lead)	Amy Lueders/ Jo Simpson	We are developing an internal communications plan to convey to employees the national and state priorities, to which field offices can develop a local communication plan tiered from the national and state priorities.I plan to enlist the field office PAOs to work with their management teams to develop the field office component of the communications plan.	In Process
Priority Articulation and Implementation	Tier specific Field Office priorities are used to guide decisions on workload conflicts and operational spending (all managers and supervisors).	Amy Lueders/ Jo Simpson	We are developing an internal communications plan to convey to employees the national and state priorities, to which field offices can develop a local communication plan tiered from the national and state priorities.I plan to enlist the field office PAOs to work with their management teams to develop the field office component of the communications plan.	In Process
Priority Articulation and Implementation	Ensure priorities are used to guide decisions on workload conflicts and operational spending (all managers and supervisors)	Amy Lueders/ Jo Simpson	We are developing an internal communications plan to convey to employees the national and state priorities, to which field offices can develop a local communication plan tiered from the national and state priorities.I plan to enlist the field office PAOs to work with their management teams to develop the field office component of the communications plan.	In Process
Employee Orientation and Development	Welcome new employees to BLM-Nevada and provide sufficient orientation and development training. Employ a systematic approach to employee orientation and development programs to emphasize their priority and ensure participation.	Dennis Williamson	BLM Nevada developed a new employee orientation program. Prior to putting the plan into place, NTC was consulted. We were advised that NTC was preparing a Bureau-wide program for new employee orientation, and that we should stand-by. To date we have not seen anything from NTC.	In Process
Perception of Unfunded Positions	Deliver a clear, consise, and uniform message to all employees at both the State and Field Office levels that will address the issues of funding for onboard personnel.	Jo Simpson/ Bob Scruggs	We are developing an internal communications plan to convey to employees the national and state priorities, to which field offices can develop a local communication plan tiered from the national and state priorities.I plan to enlist the field office PAOs to work with their management teams to develop the field office component of the communications plan.	In Process

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Informal National Office Direction and Guidance	Advise upper management when unofficial work requests (especially fire and IT related) are received to ensure that they can coordinate and negotiate workload requests with the appropriate national staff.	Kevin Hull/ Scruggs Bob	Nevada State Office DSDs and Office Chiefs will try and improve and manage the unofficial and official work requests that are going to the Field Offices. Upper management will be advised of such requests per the SLT conference calls in addition to written correspondence. Coordination and negotiation relating to the workload requests will not only occur between State Office and the Field, but also with the National Office leads. In some cases the direction is coming through the Department prior to us even receiving it from the Bureau, which again requires that information flow to the State Director and Associate State Director.	In Process
Frequency and Quality of Meetings	Continue to stress the importance of regularly scheduled and/ or planned communication between the State Office and the Field Offices. This responsibility can be articulated during the development of role and responsibilities for program leads (see Worksheet #2: State Office Division of Resources Organization Structure and Worksheet #3: State Office Division of Support Services Organization Structure).	Meg Jenson, Lead - with other DSDs	The message continues to be reinforced by the DSD to the Program Leads during performance review sessions as well as informally in daily communications. New Program Leads in NV 930 are required to visit every Field Office for coordination within the first three months on the job.	Jun 2005 Completed
Frequency and Quality of Meetings	State Office program leads and specialists should conduct site visits, workshops, assistance trips, and/ or conference calls as necessary to address the issues, improvements and needs of each program and/ or functional area. Sharing leadership with Field Office specialists in both topic and functional areas should also be encouraged.	Meg Jenson, Lead - with other DSDs	All Program Leads in NV 930 are hosting either monthly, bi-monthly, or quarterly conference calls with their Field Office counterparts. FO staff participate in the formulation of the agenda and provide leadership in topical areas.	Jun 2005 Completed
Frequency and Quality of Meetings	Assure that functional groups within the Field Offices communicate regularly. Emphasize opportunities to improve process and program effectiveness through internal coordination and communication.	Field Office Managers	This recommendation has been a topic of discussion at our Table of Organization meetings and will be a topic during our scheduled leadership training taking place at each Field Office and the State Office for all BLM NV permanent Managers and Supervisors.	In Process
Program Management Issues	Ensure that the budget allocation process and the Annual Work Plan clearly establish workload priorities for the state (Budget Strategy Team).	Amy Lueders/ Scruggs Bob	The Nevada Annual Work Plan (AWP) general directives include the State of Nevada Program Priorities. the Program directives in the AWP include specific direction and priorities for all offices.	Dec 2005 Completed
Program Management Issues	Ensure that appropriate staff develops BPS and MIS/ FBMS skills training (State Leadership Team).	Amy Lueders/ Scruggs Bob	On-going training is provided to BPS and MIS users. Each office provides this training on an as-needed basis. A training plan will be developed for the State when the National FBMS training strategy is available.	In Process

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Program Management Issues	Communicate the budget and priority setting process to all employees at the state and field levels (State Leadership Team).	Amy Lueders/Bob Scruggs	The Nevada Budget Strategy Team membership includes representatives from each field office and meets 2 to 3 times each year. This team recommends budget strategies to the State Leadership Team. Each team member has a role of sharing outcomes of all meetings with their offices. The meeting notes from all meetings are posted to a state wide shared budget folder. Priority setting is handled at the State Leadership level with input from the NV Budget Strategy Team.	In Process
Program Management Issues	Ensure that the budget process addresses the issue of vacant positions (Budget Strategy Team).	Amy Lueders/ Bob Scruggs	Nevada offices are in the process of developing Target Table of Organizations which will provide an organizational plan for future years. The task assumes declining budgets and will address vacant positions. The Target Table of Organization will assist in personnel decisions regarding hiring.	Jan 2005 Completed
Field Office Consistency	Evaluate and ensure more consistent implementation of State and Field Office policies and procedures.	Del Fortner (focus on NEPA first)	NEPA consistency Project - The Minerals DSD has interviewed FO managers and met with the Resources DSD to discuss NEPA consistency issues. Agreement was reached to conduct a TPR. The schedule is TBD.	In Process
Field Office Consistency	Validate the existence and extent of the reported inconsistencies	Del Fortner (focus on NEPA first)	NEPA consistency Project - The Minerals DSD has interviewed FO managers and met with the Resources DSD to discuss NEPA consistency issues. Agreement was reached to conduct a TPR. The schedule is TBD.	In Process
Field Office Consistency	Evaluate the cost effectiveness and timeframe implications of various methods of increasing consistency (such as policy development or increasing state office oversight) in recognition of on-going workload demands and the time it requires to develop statewide policy and guidance.	Del Fortner (focus on NEPA first)	Monthly conference calls between the state office and the field offices were established to discuss key issues and problem areas with the objective of sharing information, strategies, tactics, etc. Reg Reid leads the Surface Management Team and Rich Hoops leads the Fluid Minerals "Steam Team". Instruction Memoranda were prepared by the state archeologist that clarify Native American Consultaion responsibilities, National Historic Trails management and fuels management projects within the context of the State Protocol Agreement.	June 2005 Completed

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State Office Branch of Human Resources	Finalize the approved target table of organization and provide it to the State Leadership Team.	Dennis Williamson	Discussions at the SLT level are continuing regarding the "finalized Table of Organization". Anticipated completion date: January 31, 2006.	In Process
State Office Branch of Human Resources	Reassess the process for approving personnel actions (i.e., who must approve vacancy announcements, surnaming process, etc.)	Dennis Williamson	A change in the approval process was completed prior to receipt of the GME report. This recommendation was discussed at the June 2005 SLT meeting and the new process was deemed to be more efficient. The discussions of the Targe Table of Organization will include the adoption of an approval process that is as efficient as possible.	June 2005 Completed
State Office Branch of Human Resources	Re-examine using the Bureau's Lotus Notes based automated table of organization as a tool to meet office needs	Dennis Williamson	This recommendation would be a step backward based on the automated Table of Organization developed in anticipation of the loss of Lotus Notes. The new Table of Organization contains more accurate and current data for Field Office use.	June 2005 Completed
State Office Branch of Human Resources	Determine if the HRM tracking system will sufficiently correct any disconnects between the HR Branch and the Field Offices regarding quality and timelines of services.	Dennis Williamson	A review of the HRM tracking system was completed to ensure that all managers understood that updates on this table, available on the web, were immediately available for review by managers.	June 2005 Completed
State Office Branch of Human Resources	Re-evaluate the dependence on the field office points-of-contact as the only venue for communicating information from the State Office HR Branch to the Field Managers.	Dennis Williamson	This recommendation was discussed at the June 2005 SLT meeting. After a process review it was decided that using the Field Office HR contacts as a single point of contact was necessary to minimize confusion and ensure that all required documentation is submitted. This decision will foster timely processing of personnel actions. It was emphasized that HR's policy of welcoming questions from employees, supervisors, or managers regarding any HR related subject will remain in effect.	June 2005 Completed
Science Program	Proactively direct staff across organizational/ pragmatic lines to work together to develop and implement research projects that will benefit BLM- Nevada and other western BLM states. Continue to involve managers and field staff at all levels of project development and implementation.	Mike Pellant/ Nora Devoe	We have identified two options to share information between researchers and managers and field staff. We expect to select one of these options by February 24, 2006. One would be to use the existing Coordinated Intermountain Research Project annual meeting, adding a BLM-focused session. The purpose would be to share information and raise awareness, increase coordination, and get field input into what science is needed or useful. The other alternative would be to organize our own tech-transfer day each year, with the location be rotated among the state and field offices to showcase field efforts. Starting in January 2006, a list of relevant science meetings will be distributed semiannually to the field office GBRI/CESU contacts so that the field offices are aware of science offerings potentially of interest to them.	In Process
Science Program	Establish an effective forum for researchers to share results with managers and field staff annually. Managers and researchers need to continually communicate to the field staff how the current research	Mike Pellant/ Nora Devoe	We have identified two options to share information between researchers and managers and field staff. We expect to select one of these options by February 24, 2006. One would be to use the existing Coordinated Intermountain Research Project annual meeting, adding a BLM-focused session. The purpose would be to share information and raise awareness, increase coordination, and get field input into what science is needed or useful. The other alternative would be to organize our own tech-transfer day each year, with the location be rotated among the state and field offices to showcase field efforts. Starting in January 2006, a list of relevant science meetings will be distributed semiannually to the field office GBRI/CESU contacts so that the field offices are aware of science offerings potentially of interest to them.	In Process
Science Program	Field offices need to carry through on implementation projects agreed to through formal agreements and funding sources.	Mike Pellant/ Nora Devoe	Mike Pellant is coordinating field office efforts in the JFS-FFS program for Idaho and Oregon. Nora Devoe is coordinating for Nevada and Utah. They have regular communication among the researchers, field and state office personnel to ensure that BLM employees understand our obligations under this program and operate on schedule to fulfill our commitments. Devoe is the CESU Assistance Representative and reviews all CESU task orders with respect to obligations of BLM and cooperators. She ensures that these are clearly stated, and reminds the parties of their commitments as necessary. Any issues arising around field office fulfillment of research commitments will be communicated first to the Field Office Manager and then to the DSD Resources of the Associate State Director as necessary if they cannot be resolved between the CESU Assistance Representative or GBRI Coordinator and field office personnel.	In Process